

# The Hiring Process

TechnoCrant Consulting Services

# HR Mission Statement

- ▶ The Mission Of The Human Resources Department, As A Strategic Partner, Is To Recruit, Develop, And Retain The High-Caliber Diverse Workforce,

# Class Objectives

Understand the client's recruitment and hiring policy

Identify the purpose of the interview; understand the role of Human Resources in the recruitment process

Distinguish between appropriate and legal questions and inappropriate (illegal) questions

Understand pre-employment "tools" and how to use them to select the most suitable candidate

# Posting Positions

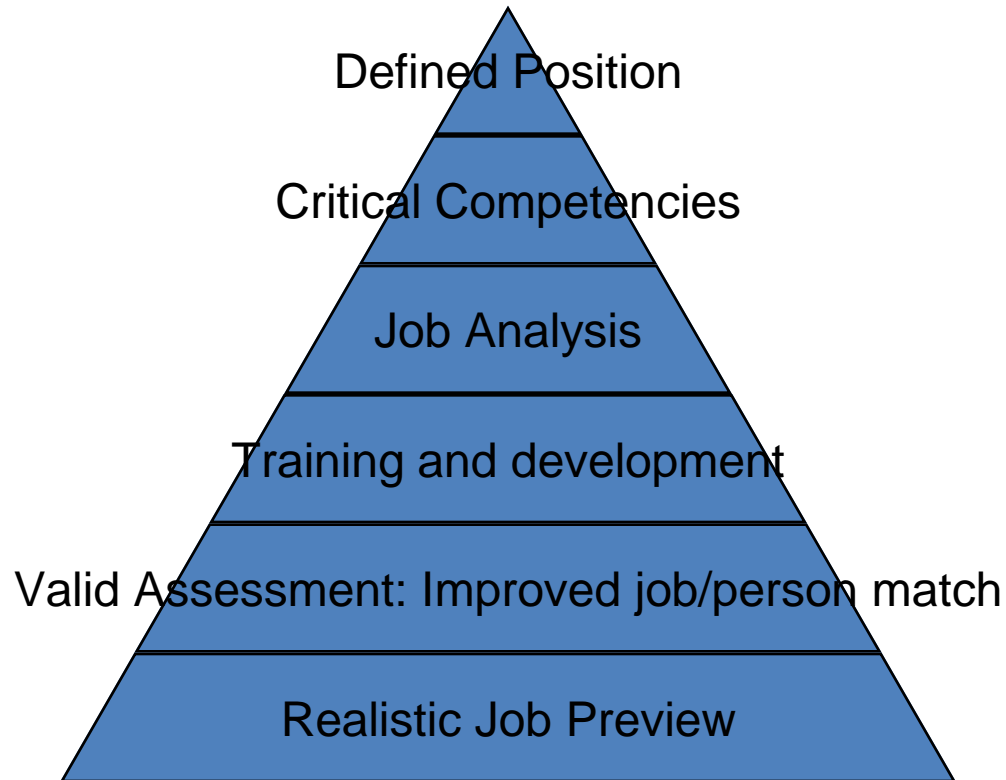
Job Posting Template

Job Description

Job Content Questionnaire (JCQ)

Profiles Benchmark (Job Analysis Survey)  
formerly (JPS)

# Quality Candidates



# Defining Today's Jobs

## ▶ OLD

- ▶ Knowledge, skills, abilities
- ▶ Jobs defined as “bundles of tasks”
- ▶ Employees perform strictly definable tasks

## ▶ New

- ▶ Competencies
- ▶ Jobs defined by competencies
- ▶ Jobs are flexible

# Qualification Standards

## ▶ Old

- ▶ Time Served
- ▶ Occupation-specific
- ▶ Minimal Requirements
- ▶ Limited assessment options
- ▶ Limited career mobility

## ▶ New

- ▶ Whole person competency-based approach
- ▶ Optimal Profile
- ▶ More assessment options
- ▶ Encourages career mobility

# Keys to Success

- ▶ Up-to Date Classification Criteria
- ▶ Job Related Qualifications
- ▶ Targeted Recruitment
- ▶ Valid Assessment

# Job Descriptions

- ▶ UT Classified Title
- ▶ Customized

# Where We Get Resumes

- ▶ Pin – point Data Base
- ▶ Career Builders Web Site
- ▶ Internal Transfer Request
- ▶ Career Fairs

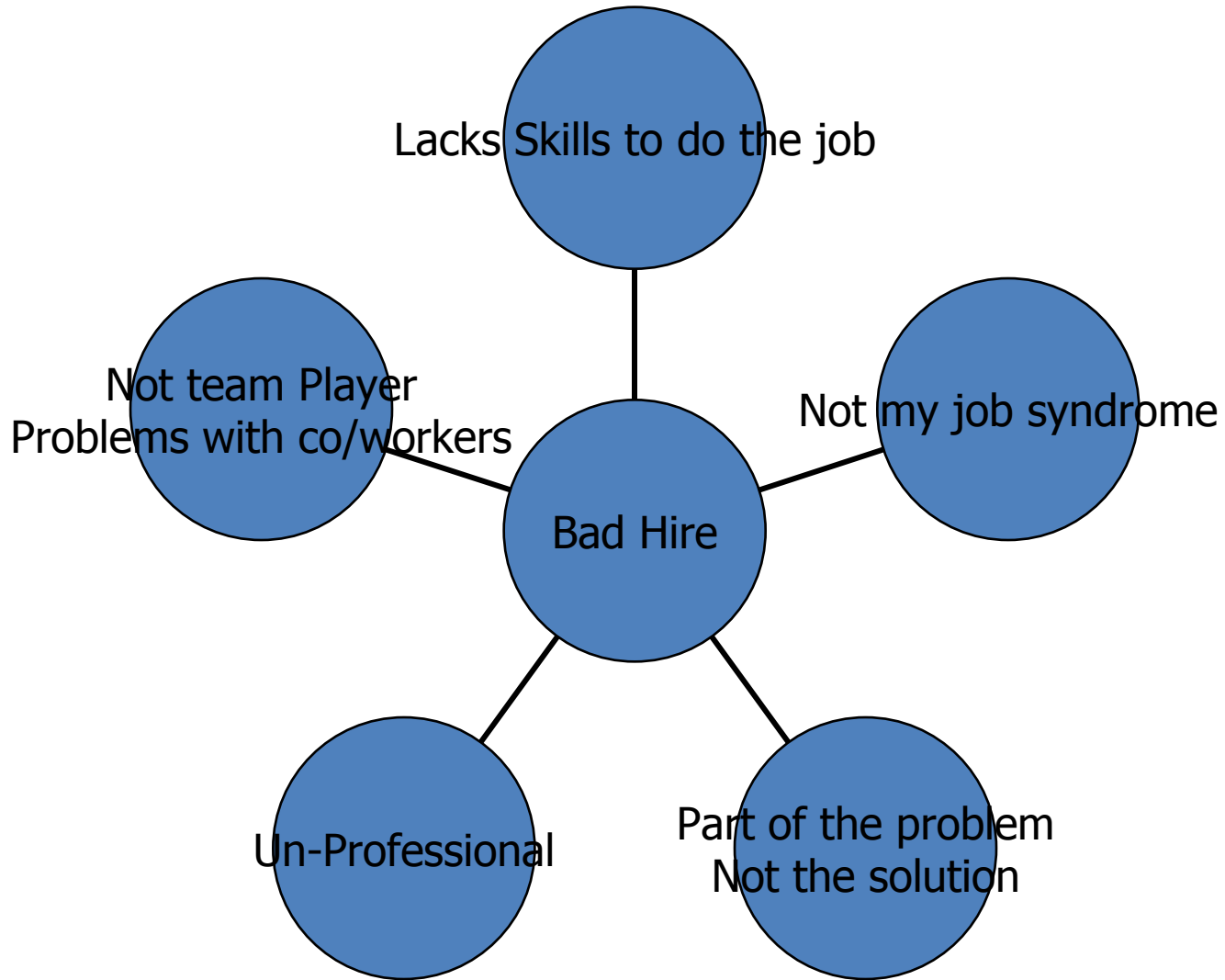
# Selecting & Interviewing Candidates

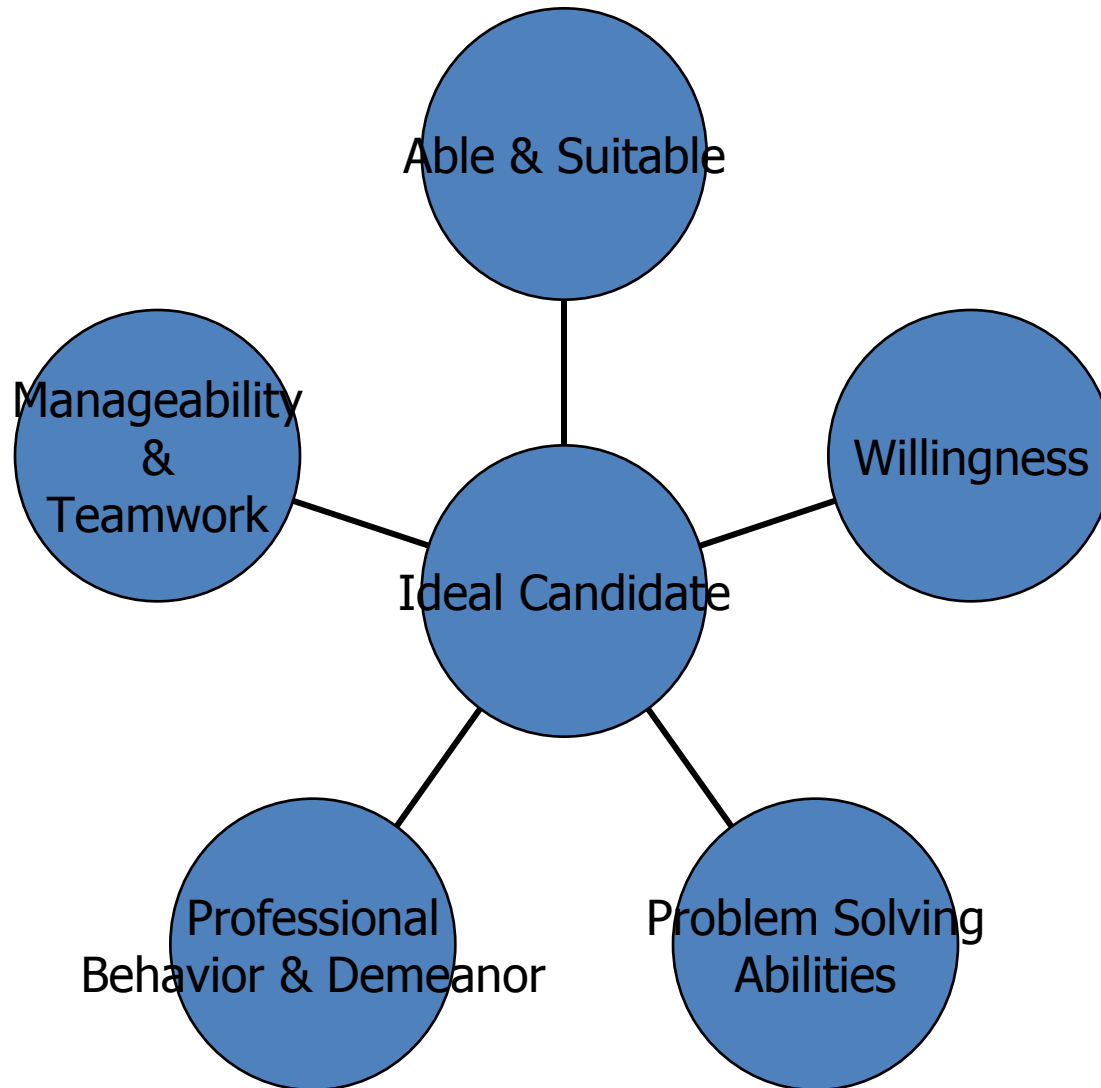
- ▶ Human Resources will prescreen resumes that have directly applied for your position.
- ▶ Search Green tree Data Base
- ▶ Search Career Builders
- ▶ Hard to Fill positions may require placing an ad

# Receiving Resumes

- ▶ E-Mail / downloads
- ▶ Fax
- ▶ Inter Institutional Mail

Let your recruiter know you preferred method for receiving resumes.





# Personal Profile

- ▶ Drive: A desire to get things done. Goal-Oriented.
- ▶ Motivation: Enthusiasm and willingness to ask questions. Does extra on every job.
- ▶ Communication skills: The ability to talk and write effectively to people at all levels.
- ▶ Chemistry: Gets along with others, A team player.
- ▶ Energy: Someone who goes the extra mile, pays attention to detail, looks for solutions.
- ▶ Determination: Does not quit when a problem gets tough.
- ▶ Confidence: Not arrogant. Poise. Friendly, honest and open to employees high and low. Not intimidated by management, nor overly familiar.

# Professional

- ▶ Reliability: Following up, not relying on anyone else to ensure the job is well done, keeps management informed.
- ▶ Honesty/Integrity: Taking responsibility for own actions, Good and bad.
- ▶ Pride: Pays attention to details all jobs done to best of their ability.
- ▶ Dedication: Whatever it takes in time and effort to see a project through to completion.
- ▶ Analytical Skills: Weighing the pros and cons. Weighing the short-and long term benefits against all possible negatives.
- ▶ Listening Skills: Listening and understanding, as opposed to waiting your turn to speak.

# Profile Assessment

- ▶ The Profile is an all-purpose assessment that measures the qualities that make up “The Total Person” – Thinking-style and Reasoning, occupational interests, and behavioral traits.

# Required for all positions.

- ▶ Can be e-mailed to any location.
- ▶ May be taken in HR assessment center Mon–Fri 8:00 a.m. to 3:00 p.m. (by appointment)
- ▶ Given in English or Spanish
- ▶ Results e-mailed directly to hiring manager

# Uses for the Profiles

- ▶ Placement
- ▶ Promotion
- ▶ Self-improvement
- ▶ Coaching
- ▶ Succession planning

# Profiles can generate the following

- ▶ Individual Report– A guide for self–understanding
- ▶ Placement Report– Selecting the right people through Job Match
- ▶ Multi–Job Match Report– Useful for succession planning and reassigning employees to new positions.
- ▶ Coaching Report– An excellent training and development tool
- ▶ Job Analysis Survey Report– Used with job descriptions to more accurately define job requirements.
- ▶ Summary Reports– To give you a “snapshot “ of information.

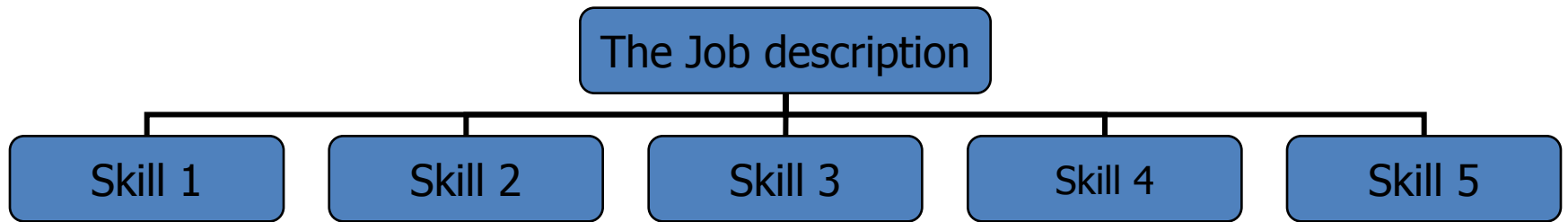
# Structured Interview

- ▶ Contains interview questions for both general and technical competencies.
- ▶ Modular format; Department determines which questions to ask.
- ▶ Benchmarks are used in scoring responses.

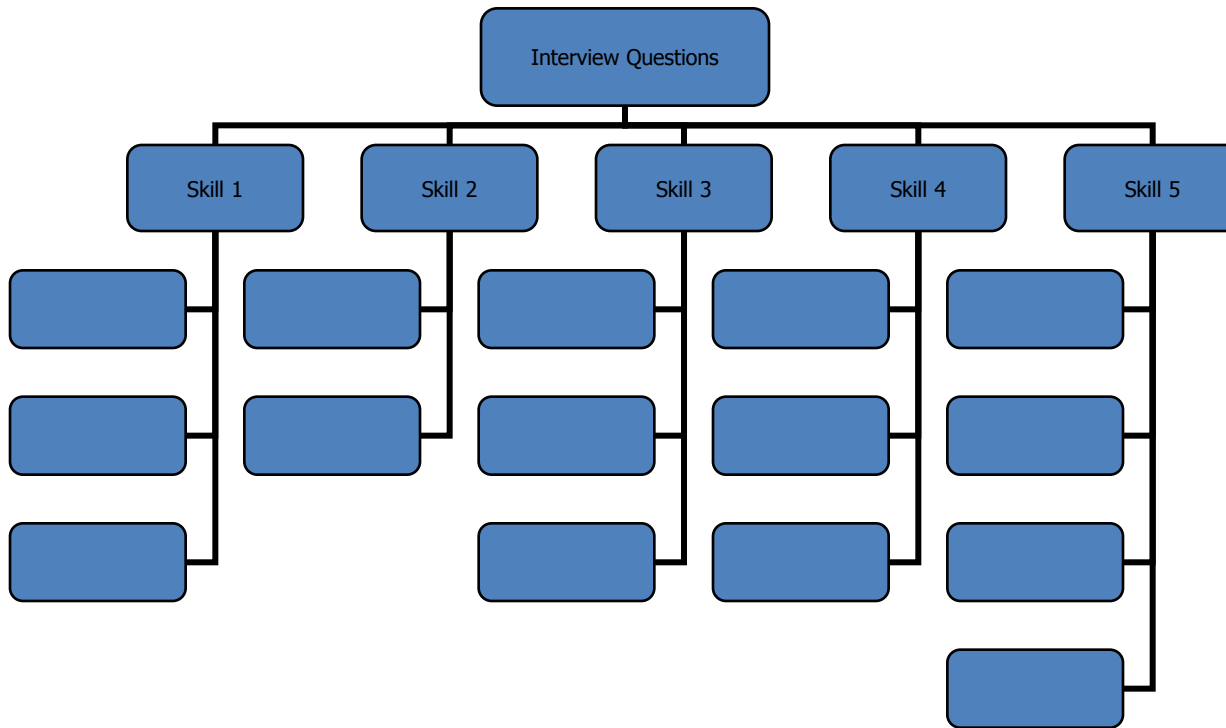
# Goals of Structured Interview

- ▶ To ensure a systematic coverage of applicants.
- ▶ To provide a technique for gathering all the relevant facts.
- ▶ To provide a uniform strategy that objectively evaluates all job candidates.
- ▶ To determine candidates ability, willingness, and manageability.

# What are the five most important skills of the job?



# Develop questions covering each area



# True or False?

- ▶ A poor interviewer can be a wonderful manager ?

# True !

- ▶ Interviewing skills are learned, not inherited.

# Ways not to conduct an interview

- ▶ Interviewers desk is cluttered, looks at the resume 5 minutes before the interview.
- ▶ Constant interruptions, phone calls
- ▶ Starts off with negative aspects of the job.
- ▶ Asks a long line of open ended questions.
- ▶ Makes up questions as they go along.

# The Job Interview Situation

- ▶ Have as much privacy as possible
- ▶ Call applicant by name when inviting them into the office
- ▶ Ensure that the applicant knows your name
- ▶ Greet the applicant courteously and sincerely
- ▶ Make the applicant feel that you are pleased with their interest in the position
- ▶ Establish an informal but business like atmosphere

- ▶ Make the applicant feel important
- ▶ Talk to the applicant as though you were the only contact he would ever have with the University
- ▶ Compliment a good employment record
- ▶ Interrupt the conversation to keep interview on track
- ▶ Use active listening skills
- ▶ Relax and the applicant will relax
- ▶ Keep information given, confidential

- ▶ Remember the applicants time is valuable
- ▶ Watch for gaps in work record
- ▶ Use application blanks and other data in planning the interview
- ▶ Make an outline in advance, of the main items of information you want to obtain during the interview
- ▶ Plan the time required for interview

# Don'ts

- ▶ Interview when worried, upset, ill or under stress
- ▶ Hold the interview in a noisy place
- ▶ Keep applicants waiting unnecessarily
- ▶ Give the impression of being abrupt or harsh
- ▶ Allow outside interruptions
- ▶ Seek information you already have

- ▶ Antagonize the applicant
- ▶ Show emotion at any physical handicap
- ▶ Hurt the applicant's feelings or destroy his faith in himself
- ▶ Forget that the applicant is sensitive to every word the interviewer speaks
- ▶ Appear to loose interest in the interview
- ▶ Pry into personal lives
- ▶ Break or delay an appointment
- ▶ Waste time on a long interview if the applicant is clearly not suitable

- ▶ Fall into a set pattern of interviewing
- ▶ Conduct the interview in a haphazard manner

# The Interview

- ▶ Greet the applicant. Start the interview promptly. Open with a warm, genuine greeting and firm handshake. Offer the applicant something to drink.
- ▶ Outline the interview. Give the applicant an overview of the process, length of the interview and what to expect after the interview.
- ▶ Give the applicant a realistic job preview. Research suggest that realistic job previews increase employee retention because the applicant gets honest information at the beginning of the process.
- ▶ Present the applicant with a copy of the job description, physical requirements of the job and a list of the responsibilities of the position.

# Questions that are illegal

- ▶ Questions regarding religion, church, synagogue, or parish, the religious holidays you observe, political beliefs or affiliations.
- ▶ “Does your religion allow you to work on Saturdays?”

# If Job Requirement May Ask

- ▶ “This job requires work on Saturdays. Is that a problem?”

# Questions that are illegal

- ▶ Regarding ancestry, national origin, or parentage; in addition, you cannot ask about the naturalization status of parents, spouse or children.
- ▶ Regarding place of birth.

# May Ask

- ▶ “Are you authorized to work in the United States?”

# Questions that are illegal

- ▶ May not ask about your native language, the language you speak at home, or how you acquired the ability to read, write, or speak a foreign language.
- ▶ “You indicated on your resume you are fluent in German, French and Spanish. How did you manage to learn all of those languages?”

# If required for the Job may ask

- ▶ “What languages are you fluent in”

# Questions that are illegal

- ▶ May not ask about age, date of birth, or the ages of children.
- ▶ May ask whether you are over eighteen years of age.

# Questions that are illegal

- ▶ May not ask about maiden names or whether you have changed your name; marital status, number of children or dependents, or spouse's occupation; or whether (if you are a woman) you wish to be addressed as Miss., Mrs., or Ms.

# May ask

- ▶ How would you like to be addressed (a common courtesy) and if you have worked for the University before under a different name.

# Questionable Interview Questions

In a scene from the first episode of The Mary Tyler Moore Show, Lou Grant is interviewing Mary for a job.

Lou: So, Mary, what religion are you?

Mary: You can't ask me that, Mr. Grant! It's against the law.

Lou: Wanna call a cop?

# Pitfalls to Avoid

- ▶ In order to gain information without asking specific questions, many interviewers use the “tell me about yourself” approach, hoping that the applicant will tell all about spouse, kids, working on weekends, and so on.

# Dangers of this approach

- ▶ Say the applicant is a woman who tells the interviewer she is divorced and has children.
- ▶ Another person is hired—perhaps equally qualified who is single.
- ▶ The first applicant, desperate for the job, becomes angry and files a complaint saying that the employer learned during the interview that she was divorced and had children and was not hired for that reason.

- ▶ Even though the interviewer did not ask for the information, the fact is, the information came to light during the interview.
- ▶ If she files suit, it is then up to the employer to prove that the information was volunteered and not used as a basis of discriminatory actions,
- ▶ It is the interviewer's responsibility and in the University's best interest that you stop the applicant from volunteering illegal information.

# What to do when illegal information is out

- ▶ First, stop the flow of information and tell the applicant not to bring up the subject again.
- ▶ Courteously explain that the University does not base its hiring practices on that particular subject area.
- ▶ Specifically state that a decision to hire is never based on age, gender, race, or whatever subject was brought up.

# Don't assume...ask specifics

- ▶ “We are open to the public from 8:00 a.m. to 5:00 p.m., and because of a small staff, it's important that everyone be here daily and on time. Is there anything that would prevent you from being at work on time and on a regular basis?”
- ▶ “We feel that the first six months on the job is your training period. Because of the expense and time invested in our staff we are looking for people who give the University a commitment in return. Is there anything that would prevent you from staying with the University for a minimum of two years?”

# Caution

- ▶ Be sure the requirements are reasonable and required of each applicant for the particular job.

If a job takes one to two weeks of training, and the typical employee rarely stays over six months, we could be on shaky ground with the EEOC if your excuse for not hiring someone was the expectation that they would be transferred with a spouse within a year, particularly a spouse in the military service.

- ▶ Ask everyone the same, job-related questions and you'll have little to fear if a rejected candidate has a legal bone to pick with your hiring practices.

# TechnoCrant

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